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Proposed programme budget for the biennium 2010-2011*

Part VIII
Common support services

Section 28D
Office of Central Support Services

(Programme 24 of the strategic framework for the period 2010-2011)**

Addendum

* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-fourth Session, Supplement No. 6* (A/64/6/Add.1).

** *Official Records of the General Assembly, Sixty-third Session, Supplement No. 6* (A/63/6/Rev.1). Programme 24 has been further revised to reflect provisions of resolutions 63/250 and 63/262 (see A/64/74). It will be submitted to the Committee for Programme and Coordination at its forty-ninth session for its review and recommendation to the General Assembly.

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Management of United Nations overseas properties

Summary

In its resolution 63/263, the General Assembly requested the Secretary-General to submit, in the context of the proposed programme budget for the biennium 2010-2011, information that outlined clearly the interaction between the Secretariat in New York and other duty stations for construction and long-term renovation projects, specifying the division of responsibility and accountability.

The present report provides additional information outlining the proposal of the Secretary-General to enhance the role of the Office of Central Support Services in coordinating and providing support to overseas duty stations or offices away from Headquarters in the area of facilities management. It also delineates the responsibilities envisaged to be assumed by Headquarters vis-à-vis offices away from Headquarters in the management of existing and future construction and renovation projects. The budgetary proposals for strengthening the management and oversight of overseas properties have been included in the proposed programme budget for the biennium 2010-2011 under subprogramme 4, Support services, of section 28D, Office of Central Support Services.

I. Introduction

1. By its resolution 63/263, the General Assembly requested the Secretary-General to submit, in the context of the proposed programme budget for the biennium 2010-2011, information that outlined clearly the interaction between the Secretariat in New York and other duty stations for construction and long-term renovation projects, specifying the division of responsibility and accountability.

2. The present report addresses management of United Nations overseas properties and the concerns of the General Assembly regarding roles, responsibilities and accountability and outlines the proposal of the Secretary-General to enhance the role of the Office of Central Support Services of the Department of Management in coordinating and providing support to overseas duty stations or offices away from Headquarters in the area of facilities management. It defines clearly the interactions between Headquarters in New York and other duty stations regarding the division of responsibility and accountability concerning the management of overseas properties and major construction projects.

3. As outlined in the report of the Secretary-General (A/55/210) and endorsed by the General Assembly in its decision 55/465, the Office of Central Support Services at United Nations Headquarters has established an Organization-wide collaborative team comprising the facilities management professionals from each duty station, which became known as the Overseas Properties Management Information Exchange Network. The aim of the Network is to facilitate coordination of common concerns related to facilities management through networking and the exchange of information on best practices, common approaches and policy directives.

4. Since 2001, the Network has been led by a facilities management professional staff member in the Office of Central Support Services. Functionally, the post is at the P-4 level, is supported by one General Service post and reports to the Chief of the Planning, Design, and Overseas Properties Section, of the Facilities Management Service of the Office of Central Support Services. In addition to managing the Inter-Agency Network of Facilities Managers, this post has also been called upon to provide guidance and advice to overseas property managers, expressly in relation to the current construction projects at the United Nations Office at Nairobi and the Economic Commission for Africa.

5. The Advisory Committee on Administrative and Budgetary Questions expressed concerns that the current procedures for managing overseas projects were not sufficiently clear as to the roles and responsibilities of all involved and recommended that the Secretary-General review the procedures and make proposals for improving the management structure of overseas construction in the context of the proposed programme budget for the biennium 2010-2011 (see A/63/465).

II. Roles and responsibilities regarding major construction and rehabilitation projects at offices away from Headquarters

6. The Under-Secretary-General for Management at Headquarters continues to be involved in a senior-level managerial and decision-making capacity, in collaboration with the Executive Secretary or Director-General at each office away from Headquarters.

7. The Assistant Secretary-General for Central Support Services continues to be responsible for the overall coordination of overseas properties and any related major construction projects.

8. The Director of the Facilities and Commercial Services Division of the Office of Central Support Services maintains the leadership role for the Inter-Agency Network of Facilities Managers, acts as overall director of its annual conference and supports the Assistant Secretary-General for Central Support Services in the establishment and implementation of a strategic capital review of the Secretariat at all offices away from Headquarters, including budgetary coordination and the endorsement of major construction initiatives.

9. Under the overall direction of the Director of the Facilities and Commercial Services Division at Headquarters, the Chief of the Facilities Management Service, Office of Central Support Services, is directly responsible for managing, guiding and advising on the proposed additional functions relating to overseas properties management, including the strategic capital review, the facilities management and construction project guidelines initiative and new construction project implementation. Additionally, the Inter-Agency Network of Facility Managers website and annual conference coordination continues to fall under the jurisdiction of the Chief of the Facilities Management Service.

10. The Director of the Facilities and Commercial Services Division and the Chief of the Facilities Management Service at Headquarters continue to be dedicated on a managerial level to coordinate with the heads of administration at all offices away from Headquarters regarding the implementation of the strategic capital review.

11. With the approval by the General Assembly of the additional dedicated resources requested in the context of the proposed programme budget for the biennium 2010-2011 under section 28D, Office of Central Support Services, the Office would assume the following additional responsibilities relating to major construction and rehabilitation projects at offices away from Headquarters:

(a) Develop comprehensive administrative and technical procedures and facilities management and construction project guidelines for the implementation of future construction and major maintenance projects. The guidelines will address programming, budgeting, scheduling, design criteria, space standards, security requirements, sustainability policies and accessibility requirements for persons with disabilities, all in compliance with the legislation of the host country concerned;

(b) Review, provide advice, endorse from a technical point of view and serve as advocate of projects that are submitted by offices away from Headquarters relating to capital improvement or major maintenance;

(c) Provide guidance and advice at the request of the local project management teams through the planning and construction phase of current and future major facilities-related projects at offices away from Headquarters;

(d) Monitor and ensure that the administrative and technical procedures and the facilities management and construction project guidelines are followed at all offices away from Headquarters.

12. The administrative and technical procedures and facilities management and construction project guidelines will clearly define the respective roles and

responsibilities of Headquarters and offices away from Headquarters during the project phases as follows:

(a) **Project planning and funding.** Offices away from Headquarters will be responsible for developing substantive documents to initiate a major construction project, while Headquarters will present the project to Member States for approval in the context of the Secretariat-wide strategic capital review as outlined in paragraph 14 below;

(b) **Project management.** Offices away from Headquarters are responsible for establishing local project teams and dedicated resources for the scheduling and execution of projects and the day-to-day management thereof, establishing a senior oversight committee including local and Headquarters representatives, scheduling reviews and approvals during design phases by the oversight committee and developing as well as updating budget estimates during milestone design phases. Headquarters will be responsible for informing Member States of project progress of major projects on an annual basis;

(c) **Project procurement.** Offices away from Headquarters, with guidance from Headquarters, shall be responsible for developing technical and commercial documents. The Procurement Division at Headquarters shall provide technical assistance for national or international bids. The finalized tenders will be handled locally or by the Procurement Division at Headquarters, depending on the terms of the delegation of authority in place at the related offices away from Headquarters;

(d) **Project execution.** Offices away from Headquarters are accountable and responsible for the day-to-day management of project execution, including construction and budget management. Headquarters provides guidance throughout the project process, reviews and approves the project at critical design phases as part of the senior oversight committee and provides assistance during construction.

13. The proposed detailed lines of reporting, responsibility and accountability for construction projects and major maintenance projects between Headquarters and offices away from Headquarters are further delineated in the annex to the present report.

III. Strategic capital review

14. A strategic capital review of facilities at all offices away from Headquarters will be undertaken to address the concerns related to global facilities management, to establish an Organization-wide perspective on needs and priorities in relation to the development of new facilities and major maintenance of existing facilities and to ensure adequate support for duty stations involved in such work.

15. To this end, the Office of Central Support Services at Headquarters has launched the initial phase of this review. A template with guidelines has been developed and distributed to each office away from Headquarters in order to initiate the process of gathering information that will form the basis of a 20-year strategic capital plan at each office away from Headquarters. The first stage involves an initial review of existing facilities in identifying expected immediate and/or critically needed renovation and rehabilitation requirements arising from the deterioration of building exteriors, building systems, infrastructure and interior spaces.

16. To maintain progress on the strategic capital review, videoconferences will be chaired by Headquarters every two months with the offices away from Headquarters, or more frequently as necessary. The first of these videoconferences took place in July 2009.

17. With the early identification of critically needed and long-term projected renovation, rehabilitation or new construction projects, the Office of Central Support Services at Headquarters will be able to provide adequate support to offices away from Headquarters in their facilities budgetary process, advising on requirements and acting as an advocate for the requested funding.

18. As part of the strategic capital review of existing facilities, a study of space capacity, availability and requirements of the Secretariat will be developed in order to facilitate informed decision-making in relation to the service goals of the Organization.

19. The strategic capital review will also allow for an assessment of the resources required at Headquarters and at each office away from Headquarters to further develop and establish a long-term strategic capital plan for all premises.

IV. Proposed resource requirements

20. In order for Headquarters to perform the additional functions and provide the necessary level of support for the current projects and future new construction or major maintenance projects at offices away from Headquarters, an increase of resources dedicated to overseas properties management at Headquarters is requested under section 28D.

21. Resources requested include the creation of a new post of a Senior Overseas Property Officer, at the P-5 level, who would report directly to the Chief of the Facilities Management Service and lead the development of a strategic capital review for the Secretariat, including benchmarking for long-term construction, maintenance and operations globally. The responsibilities will also include providing senior-level facilities management policy guidance and advice to offices away from Headquarters and the development of comprehensive facilities management and construction guidelines. The incumbent will be responsible for identifying additional project-specific resources necessary to successfully implement approved construction projects at each office away from Headquarters.

22. The existing Network officer, at the P-4 level, will continue to guide the current construction projects at the United Nations Office at Nairobi and the Economic Commission for Africa. The incumbent will continue to be responsible for collating best practices, common approaches and policy directives relating to facilities management and sharing related information with offices away from Headquarters through the Inter-Agency Network of Facilities Managers. Additionally, the incumbent of the P-4 post will lead the compilation of guidelines and procedures to execute future construction projects and manage facilities. The incumbent will also collaborate with local project management teams at offices away from Headquarters in matters ranging from technical and architectural guidance to project scheduling and the preparation of cost estimates for possible future construction and major maintenance projects. Further to the above, the incumbent will support the Senior Overseas Property Officer in the elaboration of

the strategic capital review for the whole Secretariat and perform administrative responsibilities and coordination within the Secretariat relating to all aspects of project reporting.

23. Resources requested under section 28D also include a new P-2 post for an Associate Overseas Property Officer. The incumbent of the post will be responsible for coordinating all information exchange aspects of the Inter-Agency Network of Facilities Managers. The duties include website development and organizing and managing the conduct of the annual conference. The incumbent will provide support in monitoring the progress of existing construction projects, assist with the budgetary reviews for those projects, coordinate project reporting and support generally the backstopping of facilities managers at offices away from Headquarters as necessary.

24. The additional resource requirements for the foregoing proposal for two posts (1 P-5 and 1 P-2) have been included under section 28D to be considered by the General Assembly at its sixty-fourth session.

V. Conclusions

25. The properties, land and support facilities owned by the United Nations are a major asset of the Organization. Their physical condition has an important impact on the efficiency of the Secretariat in fulfilling its administrative, humanitarian, socio-economic development and peacekeeping mandates.

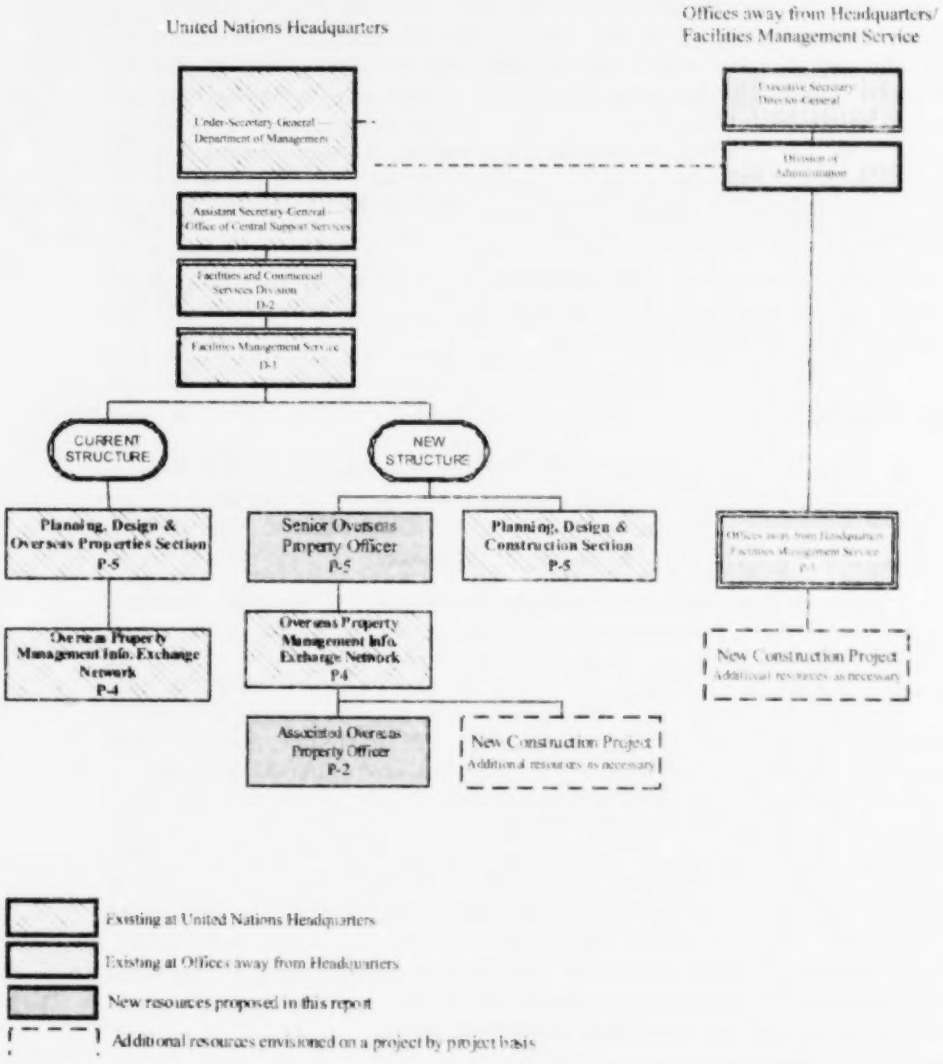
26. In order to most effectively manage Secretariat facilities, the proposed strategic capital review, procedures and construction guidelines detailed above will ensure the efficient planning, budgeting and management of United Nations properties in future. In this regard, the Office of Central Support Services will be responsible for and provide the leading role regarding procedures and policy dissemination to offices away from Headquarters. The proposed and strengthened overseas property management resources at Headquarters will strengthen the day-to-day leadership necessary to guide both the strategic capital review and the initial conceptual and financial initiatives necessary to implement approved future construction projects at offices away from Headquarters. Offices away from Headquarters will be locally accountable and responsible for future construction project execution and construction management, including ensuring locally required resources and the day-to-day management of the projects. Additionally, Headquarters will continue to manage the Inter-Agency Network of Facilities Managers to improve the exchange of information and coordination of the annual meeting so that lessons are learned and experiences drawn.

VI. Action to be taken by the General Assembly

27. **The General Assembly is requested to take note of the present report and approve the resources reflected under section 28D, Office of Central Support Services, of the proposed programme budget for the biennium 2010-2011, to ensure the role of the Office of Central Support Services in the management and oversight of United Nations overseas properties.**

Annex

Organization chart for overseas property management



Note: Established delegation of authority is from Under-Secretary-General of the Department of Management and Assistant Secretary-General of the Office of Central Support Services to Offices away from Headquarters Division of Administration.